

**Central Kitsap School District #401
Central Kitsap High School and Middle School
Replacement**



**State of Washington
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)**

Application for GC/CM Project Delivery Approval

Submitted by

**Central Kitsap School District #401
April 29, 2016**

– Board of Directors –

ERIC K. GREENE JEANIE SCHULZE
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Central Kitsap School District

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April 29, 2016

Project Review Committee
c/o State of Washington Department of Enterprise Services
Engineering & Architectural Services
P.O. Box 41476
Olympia, Washington 98504-1476
Attention: Danelle Bessett, Administrative Support

Dear PRC Members:

Please find attached our application for approval to utilize GC/CM contracting for the Central Kitsap High School and Middle School (CKHS/MS) Replacement project.

This project will be one of the first projects that Central Kitsap School District (CKSD) has elected to use the GC/CM delivery method. CKSD hired Parametrix as our GC/CM Program Managers and PM/CM Consultant for our CKHS/MS project. Parametrix has successfully proposed and implemented the GC/CM delivery process on a number of other K-12 projects for other clients. Our Architect, Integrus, has also had extensive experience utilizing the GC/CM delivery process on K-12 projects. We will draw upon the experience and knowledge of our team to be able to ensure the success of GC/CM delivery on this project.

We also have the assistance of additional technical GC/CM experts. This includes legal assistance from Graehm Wallace of Perkins Coie and advisory assistance from Doug Holen, the former director of University of Washington's Capital Projects Office South and one of the pioneers of GC/CM project delivery in the State of Washington. They will review draft GC/CM contract language and be used as a resource for this project through completion. Howard Hillinger from Parametrix is a current member of the PRC and will be readily accessible to our team as an internal advisor as we move through the procurement and design/construction process.

Though the District has not implemented the GC/CM delivery process before, I've had some exposure to it. Prior to my employment here at CKSD, I was the director of the Capital Projects Office for the University of Washington's Central and Tacoma branch campus, where, prior to 2002, I worked with the GC/CM delivery process on the project for the new Law School Building.

We are excited about the potential to construct this project using the GC/CM delivery method. We look forward to your review of our application and the opportunity to present our project to the PRC. Should you have any questions, please contact me.

Sincerely,

A handwritten signature in black ink that reads "Robin S. Shoemaker". The signature is written in a cursive, flowing style.

Robin S. Shoemaker, P.E.
Director of Capital Projects
Central Kitsap School District #401

**State of Washington
Capital Projects Advisory Review Board (CPARB) Project Review Committee (PRC)**

**APPLICATION FOR PROJECT APPROVAL
TO USE THE GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM) CONTRACTING PROCEDURE**

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1. Identification of Applicant

(a) Legal Name of Public Body:	Central Kitsap School District #401				
(b) Address:	P.O. Box 8/9210 Silverdale Way NW, Silverdale, WA 98383				
(c) Contact Person Name:	Robin Shoemaker	Title:	Director of Capital Projects		
(d) Phone Number:	360-662-8272	Fax:	360-662-8261	E-mail:	RobinSh@ckschools.org

2. Brief Description of Proposed Project

Please describe the project in no more than two short paragraphs.

The existing Central Kitsap Middle School (CKMS) and Central Kitsap High School (CKHS) are located on a combined 41.15 acre site In Silverdale Washington. The High School is located in the south end of the property and the Middle School is located in the northwest corner of the property. The schools are separated by athletic fields, parking lots and administrative facilities. The grade on site drops considerably from north to south. The individual facility sites have been graded as needed for functionality, and the remaining site grade can best be defined as series of stepped down plateau areas connected via Anderson Hill Road access and internal road circulation. The existing CKHS has permanent buildings that total approximately 163,138s.f.. In addition, there is approximately 10,752s.f. of portable classroom buildings being utilized. Originally constructed in 1942, the building has had multiple additions (1948, 1950, 1951, 1967, 1973, 1977, and 1993) and Industrial Arts area was modernized in 1976. The existing CKMS has permanent buildings totaling approximately 106,270s.f.. In addition, there is approximately 9,240s.f. of portable classroom buildings being utilized. Originally constructed in 1959, the building has had multiple additions (1966, 1976 and 1989) and it has also had a couple of modernization projects (1976 and 1990).

The plan for this project is to construct a new Middle School/High School facility in the center of the existing site. This will allow us to maintain occupation and operation of the existing buildings while the new building is under construction. It is very likely that the site work and demolition of existing buildings and site amenities will have to be phased in order to maintain the function of existing buildings and transition to the new building. The new CKMS/HS building area is programed at 325,218s.f.. The Districts MACC for construction of the facility is \$121.5M. (Note that the “Districts MACC” is slightly different than the “GC/CM MACC”. The Districts MACC includes the GC/CM Risk Contingency, GC/CM Fee and Negotiated Support Services.) The project is funded by a Bond Issue that was approved by voters in February of 2016 and by funds from the State Construction Assistance Program (SCAP). It is anticipated that there will be an Early Sitework Package and maybe Foundations and Structural Steel packages released for bidding in the Spring of 2017 and constructed in the Summer/Fall of 2017. The District will also be bidding a separately funded project to improve the CKHS athletic fields scheduled for bidding in the Spring of 2017 and construction in the Summer of 2017. Currently, the project team is completing Pre-design and Programing efforts. The project design phase is anticipated to run from Spring of 2016 until Fall of 2017. Construction on the facility will begin in the Summer of 2017 and will be completed in the Summer of 2019 for a Fall 2019 opening.

3. Projected Total Cost for the Project

A. Project Budget

GC/CM MACC (Includes GC/CM Risk Contingency @ max. 3% of MACC)	\$ 106,920,000
GC/CM Fee and Negotiated Support Services Allowance (+/-10% of MACC)	\$ 12,150,000
GC/CM Preconstruction Services Fee Allowance	\$ 800,000
Owners Construction Contingency (10%)	\$ 12,150,000
Owners Project Contingency (2.5% of MACC)	\$ 3,037,000
Fixtures, Furnishings, Equipment and Technology Allowance (7.5%)	\$ 9,112,000
Professional Services Allowance (Architects & Engineers) (9% of MACC)	\$ 10,935,000
Owners Consultants (Survey, Geo-Tech, HazMat, Insp., etc.) (2.5% of MACC)	\$ 3,037,000
Contract Administration Costs (PM/CM, etc.) (2.5% of MACC)	\$ 3,037,000
Other Related Project Costs (permits, fees, etc.)	\$ 6,192,000
Sales Tax (8.7% of MACC)	\$ 10,571,000
Total	\$ 177,941,000

B. Funding Status

Please describe the funding status for the whole project. Note: If funding is not available, please explain how and when funding is anticipated

The project is funded from a \$220 million capital bond issue approved by District voters in February of 2016. Therefore, the District anticipates sufficient funds will be available from these funds to complete the project.

4. Anticipated Project Design and Construction Schedule

Anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.

Project milestone dates are shown in the table below.

Project Schedule	Start	Finish
Programming (Ed Specs)	4/1/16	6/15/16
Schematic Design	6/16/16	10/31/16
Design Development	11/1/16	4/30/17
Agency Review/Permit Early Sitework	3/1/17	4/14/17
Early Sitework Subcontract Bidding	4/17/17	5/15/17
Early Sitework Construction	6/1/17	8/30/17
Agency Review/Permit Early Fdtns./Steel	4/17/17	5/31/17
Early Foundations/Steel Subcontract Bidding	6/1/17	8/30/17
Early Foundations/Steel Construction	9/5/17	1/15/18

Construction Documents	5/1/17	11/30/17
Agency Review/Permitting	8/14/17	11/15/17
Subcontract Bidding	12/1/17	2/1/18
Construction	1/1/18	8/30/19
Substantial Completion	7/1/19	7/1/19
Punchlist/Final Completion/Closeout	7/1/19	8/30/19
Owner Move-in	7/1/19	8/30/19
First Day of School	9/3/19	9/3/19
Warranty	7/1/19	7/1/20
GC/CM Schedule		
PRC Application	4/29/16	4/29/16
PRC Presentation	6/9/16	6/9/16*
First publication of RFP for GC/CM Services	6/13/16	6/13/16
Second publication of RFP for GC/CM Services	6/20/16	6/20/16
Project Information Meeting (Date subject to change.)	6/29/16	6/29/16
RFP Submittal Deadline	7/8/16	7/8/16
Open & Score Submittals Received	7/12/16	7/15/16
Notify Submitters of Most Highly Qualified Submitters & Invite to Interview	7/18/16	7/18/16
Interviews with Short-Listed Firms	7/22/16	7/22/16
Notify Submitters of Most Highly Qualified Firms & Invited to Submit RFFP	8/1/16	8/1/16
RFFP Submittal Deadline & Opening	8/15/16	8/15/16
Notify Submitters of Scoring and Most Qualified GC/CM	8/16/16	8/16/16
Pre-Con Work Plan Due	9/5/16	9/5/16
School Board Approval of GC/CM Selection	9/14/16	9/14/16
GC/CM Agreement w/ Pre-Con Services Executed	9/16/16	9/16/16
Pre-Con Services	9/16/16	4/13/17
MACC Estimate/Negotiation (90% CD's)	3/1/17	3/22/17
School Board Approval of MACC/GMP	4/12/17	4/12/17
GMP Amendment Executed	4/13/17	4/13/17

***Due to key team members being out of the country on the regularly scheduled May 26, 2016 PRC Meeting, Central Kitsap School District will be requesting a special session of the PRC to present this project. Exact date to be confirmed.**

If your project is already beyond completion of 30% drawings or schematic design, please list compelling reasons for using the GC/CM contracting procedure

The project is currently in the pre-design and programming phase. It is our intent to contract with a GC/CM and have them on board providing predesign services at approximately the 50% point in the Schematic Design phase.

5. Why the GC/CM Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?

The GC/CM contracting method is appropriate for the project for the following reasons:

Occupied Site, Complex Scheduling & Critical Phasing – Construction scheduling will have to consider the project will be on an occupied site with students, staff and the public present. School is in session from September through June and the athletic fields onsite are used year around by the school and the community. The schedule is tied to essential opening/occupancy dates based on the fixed academic school year calendar, complicated by anticipated public and community processes and unpredictable permitting processes for environmental and off-site improvements.

Site Constraints – Heavy construction activity will occur on this site, a site that is adjacent to residential neighborhoods on the south, west and north and multi-family and commercial developments to the east; the GC/CM will need to support the District in responding to community concerns about construction impacts on the surrounding neighborhoods. The high school stadium track and field is used year around by the community for outdoor recreation opportunity. It will be a requirement to maintain community access to the stadium track and field during construction. Safety issues exist related to use of and separation between the construction site, the existing buildings, the stadium and the community at large.

Safety – The neighborhood is a unique mixture of rural residential, suburban residential and multi-family residential developments and heavy commercial/retail development one block to the east. The high school fronts on NW Anderson Hill Road and the middle school fronts off of Frontier Place NW. Since nearly half of the site is occupied by buildings, parking lots and a stadium that will need to remain operational during construction, it will be challenging to identify adequate areas for construction vehicles, lay-down space and job shacks without impacting parking and public access. Care will need to be taken to minimize impacts on the operation of high school and middle school and to keep the site safe for the students, staff and community. The surrounding neighborhood will likely be affected by construction traffic, noise, and dust. Having a GC/CM onboard will assist in strategizing mobilization, staging, and lay down so as not to disrupt the existing school and neighborhood any more than necessary. For these reasons, GC/CM involvement during design and planning is critical to developing a feasible site logistics and phasing plan.

Inflation/Escalation – In the current economy and a construction market with volatile cost escalation, time is not our “friend”. In order to expedite construction and minimize the effects of inflation/escalation, it’s anticipated that early bid packages may be required to allow us to achieve a shortened construction window and avoid bidding during unfavorable timeframes. The assistance of the GC/CM contractor will be instrumental to managing and coordinating these early bid packages. Anticipated early bid packages may include the following:

- Sitework and Grading
- Concrete Foundations and Slabs
- Structural Steel

Getting early bid packages on the street will allow us to take full advantage of the summer of 2017 as soon as school is out and could keep construction going until the building construction documents are completed in the winter of 2017.

If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

Note: Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response you may refer to the drawings or sketches that you provide under Question 9.

Occupied Site – For this project, the high school and middle school population will remain on-site and the existing buildings will be fully occupied during construction. It is also required to maintain community access/use of the existing track and football field during construction. Safety issues related to use of and separation between the construction site, the existing building and the track and football field complex is critical. Care will need to be taken to not disrupt the occupied school and athletic complex and to assure the safety of students, staff and the public during construction.

Critical Phasing – The new buildings will be constructed adjacent to the existing buildings while the existing buildings and the athletic complex continue to be occupied and utilized. When the new building is substantially completed, the new building will be occupied. Somewhere in the phasing the existing school buildings, administrative buildings, bus barn and associated site amenities will be demolished to allow for new playfields, parking and the high school car drop-off loop to be constructed. As if the scheduling of the transition between the existing and new school buildings isn't complicated enough, the project will also be displacing the existing administrative complex and the bus barn facility from this site to another location. These replacement facilities will presumably involve a separate contractor and contract. The timely completion of that work will potentially dictate scheduling/phasing of some of the demolition and sitework on our project. The project will benefit with the involvement of a GC/CM to help develop phasing plans and implement temporary barriers and controls that maintain site access to parking lots, the athletic complex and the occupied areas of the school. The construction controls will need to minimize sound, odor, and dust to address occupant safety and health concerns. The GC/CM will be engaged to assist in planning and implementing methods to isolate building construction activities from staff, students and the public so that construction crews can safely and efficiently perform construction related activities while minimizing impacts on the school, the neighborhood and the community.

Safety – Construction must be planned and coordinated to always maintain public safety. Circulation between buildings, material drop-off, and construction parking areas will all need to be carefully planned and managed to avoid hazards from construction. Contractor lay-down space, construction access, and construction zones will all need to be planned, and may change as the project progresses.

Neighborhood Traffic/Access/Contractor Staging Constrictions – The school is located north of downtown Silverdale and west of the Silverdale Mall, in an area that includes a mixture of rural, suburban and multi-family residential properties as well as some heavy commercial/retail developments. Construction logistics will be a challenge due to the mix of school related vehicle traffic, residential vehicle traffic, commercial vehicle traffic, pedestrian traffic, construction traffic, public/student recreation and the movement of heavy equipment and building materials on-site and off-site. Parking and lay-down spaces are a concern. General project material deliveries will likely need

to be specially coordinated and communicated to the neighboring community in order to not negatively impact daily commuter traffic and quality of life.

The GC/CM Contractor will participate during pre-construction both as a valued team member assisting in public outreach and the party responsible to plan construction logistics and to implement and maintain temporary construction measures, access, and lay-down areas for the work which will be efficient and minimize negative impacts on the neighboring community.

If involvement of the GC/CM is critical during the design phase, why is this involvement critical?

The GC/CM will have significant input during the design process to ensure that systems and facilities, circulation and safety considerations are all integrated into the design and bid documents and that the project will remain on budget and can be completed in a timely manner. Based on the experience of Parametrix at other projects, input from the GC/CM Contractor during design has proven invaluable in achieving Owner's goals for the design and construction of K-12 facilities: staying in budget, minimizing the impact to the educational process, and maintaining a safe environment for staff, students and the community.

The GC/CM Contractor will provide expertise to the District and the design team, helping to determine the best approach for construction phasing/sequencing that will allow construction to be accomplished as efficiently and effectively as possible. The GC/CM will also provide value in advising on constructability, feasibility, value analysis, and other design phase deliverables. The GC/CM Contractor plays a vital role during pre-construction to assist in preparing the 100% CDs, early bid packages and most importantly to assume the cost and schedule risk of delivering the project.

The GC/CM method of delivery allows for more creative tactics to pro-actively mitigate such risks as pre-qualifying and/or pre-selecting a mechanical and electrical subcontractors during pre-construction. For instance, the mechanical subcontractor could be hired during pre-construction services, participate in reviews of the documents and development of schedules and therefore be able to provide a negotiated subcontract that better reflects the coordinated scope of work.

GC/CM Contractor involvement during the design phase is critical. Effectively planning and executing educational projects relies on a clearly developed and effectively executed plan to communicate to all project participants the specific scope, boundaries, constraints, and contingency plans for each discreet phase of the project. Leading the development of the phased work plan will be a crucial role of the GC/CM Contractor during the pre-construction phase. This plan will detail the precise steps needed by each sub-trade to effectively and safely complete the work.

If the project requires specialized work on a building that has historical significance:

Why is the building Historic? – Not applicable to this project

What is the specialized work that must be done? – Not applicable to this project

6. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

How this contracting method provides a substantial fiscal benefit

Manage Costs in an Inflating Market – With the GC/CM Contractor involved in evaluating the design documents and participating during the design process, it's anticipated that unforeseen impacts due

to inflation/escalation and product or labor shortfalls will be greatly reduced, leading to reduced costs and to a reduced potential for detrimental schedule and cost impacts during construction.

Having a GC/CM Contractor on board during design will help to focus design phase work to more effectively explore solutions that are viable, buildable, cost effective and efficient, thus enabling the District to keep better and more prudent control of construction phase changes in cost or time.

Allocation of Risk – Our experience is that construction delay claims are not inexpensive and take a tremendous amount of staff time and resources to resolve.

- A design-bid-build contractor may not be as willing to maintain a schedule that it did not participate in developing and may have nothing to lose if the schedule slides due to scope changes.
- The GC/CM delivery process offers an “open book” cost accounting of the work.
- Through pre-construction, the GC/CM Contractor will understand the work long before it bids; will participate in setting schedule and packaging the scope to fit the marketplace and realistically set expectations before work is bought, lowering the risk of non-responsible sub-bidding.
- The GC/CM Contractor participates in and “owns” pre-construction cost estimating.
- The GC/CM Contractor participates actively in constructability reviews early in the design process, resulting in cost-effective and value-based solutions which the Design Team welcomes.
- Because the basic arrangement between Owner and GC/CM is relationship-based, the chance of costly litigation diminishes greatly.
- Phasing of bid buy-out and flexibility to adjust bid packages as the work is bought out allows for cost management by the Owner and GC/CM team.

How the use of the traditional method of awarding contracts in a lump sum (the “design-bid-build method”) is not practical for meeting desired quality standards or delivery schedules.

The GC/CM delivery method provides substantial public benefit over traditional design-bid-build by:

Real Time, Market Based Cost Estimates – The GC/CM Contractor can utilize real time, current market pricing to validate scope and budgeting during the design process. The GC/CM delivery process assists in making the project more fiscally responsible and viable to the public by having the Contractor participate in constructability reviews, value analysis, design-team/contractor coordination and the use of design phase overlap to accelerate project completion, thus lowering construction costs and stretching the buying power of the District.

Producing a More Efficient, Accurate Phasing Plan – By engaging the expertise of the contractor who will actually be performing the work, the GC/CM will study the existing conditions, the desired scope of work, and the unique scheduling constraints of the school in order to build the most efficient phasing plan possible for the campus modernization and additions project and communicate this information to all parties involved. In the GC/CM selection, we plan to weigh the selection criteria heavily toward contractor staffing, particularly the preconstruction team and the construction superintendent.

Better Coordination of Materials and Equipment Purchases – Providing better coordination with materials and equipment purchases including MEP coordination, vendor coordination, timing, rough-in, delivery, off-loading, and storage will benefit the public. Communicating the need for this level of coordination on a design-bid-build method is complex and very difficult to enforce with potentially uncooperative contractors who haven’t developed a vested interest in the project.

More Responsive and Responsible Bids – Because of the scale and complexity of this project, the District believes that, without GC/CM, there could be higher risk associated to achieving timely, cost-effective completion of the work by subcontractors that may otherwise not be responsible, responsive sub-bidders. On non-GC/CM projects, constructability, errors & omissions and scheduling issues are often not raised by the Contractor or sub-contractors until after bidding has been completed and many of those issues become change orders during construction. Changes made during construction are more costly than changes made prior to bidding. Utilization of the GCCM delivery method can minimize the risk of these types of changes cropping up during construction.

Better Ability to Accommodate Ongoing Activities at Site – The fiscal benefit of GC/CM Contractor involvement is to play a critical role in preparing a feasible and safe construction plan at an occupied, operational school facility adjacent to heavily populated residential neighborhoods. The GC/CM delivery method also allows for advanced and early work that is coordinated and overseen by a single prime contractor under one contract, reducing the risks associated with multiple prime contractors with multiple contracts on a single site.

Complex Scheduling – The project construction schedule prepared by a GC/CM Contractor, rather than the Design Team, provides a more detailed, market and condition driven, accurate CPM schedule of how the project will actually be built. This schedule will better indicate when and where major construction impacts will occur, facilitating better design phase discussions on how to reduce or eliminate these impacts during the design phase rather than finding them and addressing them during construction. This early detection will also assist school staff and administration in the preparation and timely notification of students, staff, visitors, and the community of upcoming construction zones, operational relocations, and other potential disruptions or impacts that might otherwise be surprise, unforeseen issues.

Ongoing Value Analysis and Constructability Review – The GC/CM method of delivery facilitates more of an on-going Value Analysis and Constructability Review Process during design. This “ongoing” approach during design results in a more economical design and a better bid package with fewer change orders, and less risk of lost time or delay to the project completion.

7. Public Body Qualifications

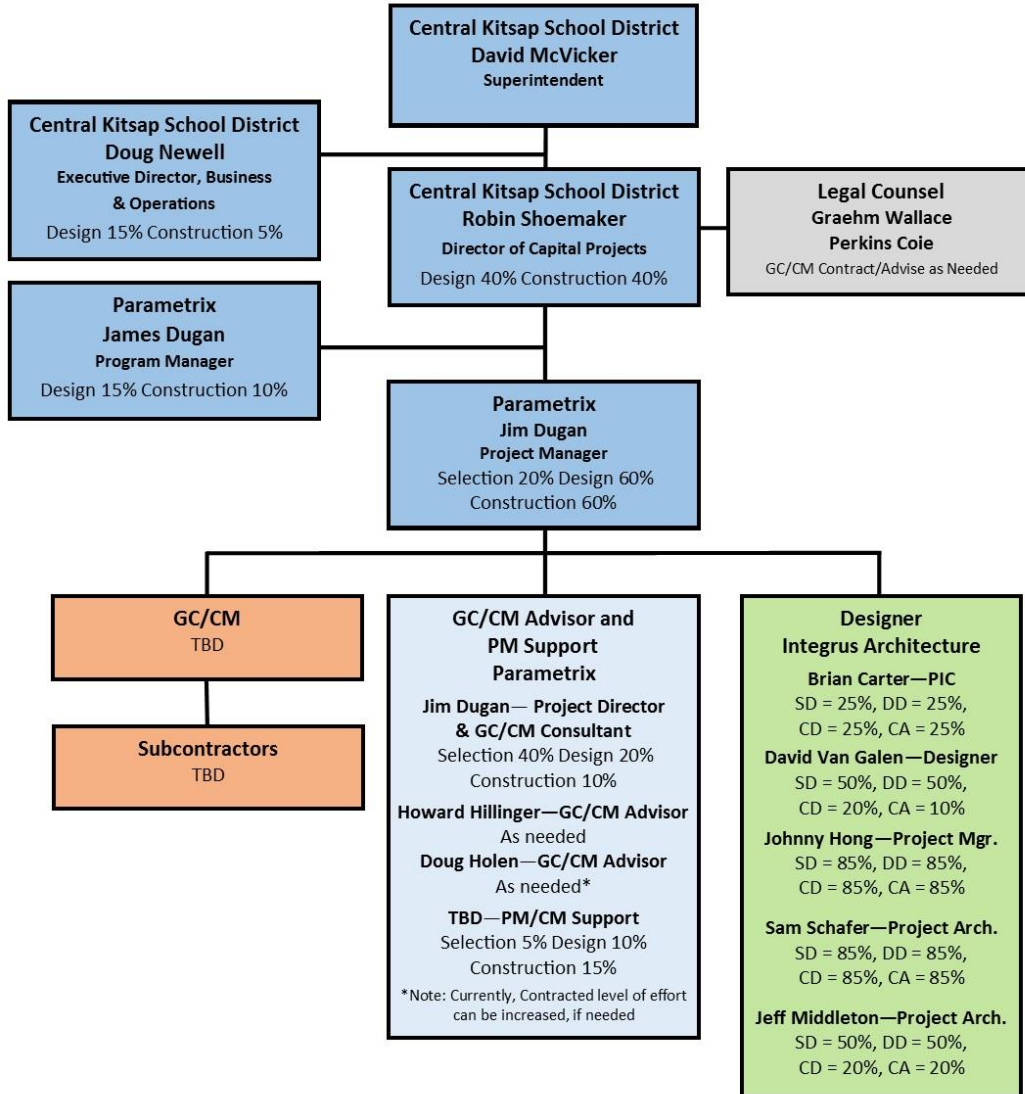
Description of Organization’s Qualifications to Use the GC/CM Contracting Procedure:

The Central Kitsap School District has not had previous experience utilizing the GC/CM delivery method. However, the District’s attorney is Graehm Wallace of Perkins Coie and the District has hired Parametrix to provide a GC/CM Program Management role and PM/CM services through the course of this project. Both Perkins Coie and Parametrix have extensive experience in the GC/CM contracts and delivery method. The District’s design team, led by Integrus Architecture has also had extensive experience in using GC/CM as an alternative delivery method.

Graehm Wallace and the Perkins Coie team have provided legal and contract related services to numerous clients for projects using the GC/CM delivery method. Members of the Parametrix team involved on this project have implemented, the GC/CM procurement/delivery method on no less than nine major projects totaling nearly \$700M in total project costs. The table below identifies those projects.

Project	Project Value	Delivery Method	Time Involved
Browns Point Elementary School, Tacoma Public Schools	\$31,000,000	GC/CM	2016-present
Eastside Community Center, Metro Parks Tacoma	\$32,000,000	GC/CM	2016-present
Stewart Middle School, Tacoma Public Schools	\$66,000,000	GC/CM	2013-present
McCarver Elementary School, Tacoma Public Schools	\$39,000,000	GC/CM	2013-present
Stadium High School, Tacoma Public Schools	\$107,967,000	GC/CM	2004 to 2007
Greater Tacoma Convention and Trade Center	\$58,200,000	GC/CM	2002 to 2004
Seattle Multi Modal Terminal at Colman Dock (WSF)	\$300,000,000	GC/CM	2014-present
Washougal School District – Jemtegaard Middle School and Excelsior High School	\$51,800,000	GC/CM	2015-present
Grays Harbor County Public Hospital District #1 – SPMC Medical Office Building	\$12,000,000	GC/CM	2016-present

Project organizational chart, showing all existing or planned staff and consultant roles:



Central Kitsap HS/MS Project Organization

Staff and consultant short biographies (not complete résumés):

Robin Shoemaker, Director of Capital Projects (Central Kitsap School District)

Robin has 37 years of experience in the project, design and construction fields, including 24 years working directly for public organizations managing people, projects and programs, the majority of which has been work in K-12 and higher education in Washington State. She has been responsible for the direct management and oversight of millions of dollars of voter approved capital levy and bond, and state funding for capital improvements on both K-12 and higher education projects. Robin holds a Civil Engineering degree from the University of Virginia and is a registered engineer in the states of Washington and Alaska. Robin is highly experienced in managing programming and design consultants, and managing contractors and construction support services, and has excellent relationships with agencies having jurisdiction in Kitsap County. While the vast majority of her experience is on design/bid/build public works projects with wide ranging budgets, she worked as a Director in the Capital Projects Office at the University of Washington during the period when alternative public works processes were being developed and approved for use in the State of Washington, and interfaced with the GC/CM delivery process on the new Law School building. Robin is an effective communicator and collaborative leader in forging decisions with stakeholders. She has also enjoyed a career of successful construction contract completion, delivering projects on time, budget and scope absent of claims mediation and arbitration.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Hawk Elementary School at Jackson Park	\$27,000,000	D/B/B	Project Manager	2011-2014
Silverdale Elementary School	\$18,500,000	D/B/B	Project Director/PM	2011- 2016
Consolidated Transportation, Food Service, Warehouse Facility	\$23,700,000	D/B/B	Project Director	2013- Present
Kingston High School (New School)	\$38,000,000	D/B/B	Project Director/PM	2001- 2007
North Kitsap HS Renovation, Poulsbo MS Renovation, Renovate Three Elementary Schools	\$62,000,000	D/B/B	Project Director/PM	2001- 2010

Jim Dugan – Owners Project Director (Parametrix)

Jim has 38 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering and project management, he provides his clients with project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is skilled at alternate project delivery long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations and collaboration with stakeholders, and conflict resolution and claims mitigation.

Jim is highly experienced in alternative project delivery using GC/CM and D/B. He’s currently involved in two GC/CM construction projects for Tacoma Public Schools (Stewart M.S. & McCarver Elementary) which will be completing construction this Fall and Winter (2016). He is also the GC/CM Project Director for Tacoma Public School’s Browns Point Elementary School which is currently in the GC/CM procurement process and has a scheduled completion date in the Fall of 2018. Finally, he’s the GC/CM

advisor and PM for the Eastside Community Center GC/CM project with Metro Parks Tacoma, which will be completing in the Fall of 2017.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Browns Point Elementary School, Tacoma Public Schools	\$31,000,000	GC/CM	Project Director, GC/CM Coordination	2016-present
Eastside Community Center, Metro Parks Tacoma	\$32,000,000	GC/CM	Project Director, GC/CM Coordination	2016-present
Stewart Middle School, Tacoma Public Schools	\$66,000,000	GC/CM	Project Director, GC/CM Coordination, PM/CM	2013-present
McCarver Elementary School, Tacoma Public Schools	\$39,000,000	GC/CM	Project Director, GC/CM Coordination, PM/CM	2013-present
Stadium High School, Tacoma Public Schools	\$107,967,000	GC/CM	GC/CM Coordination, CM (Full Time On-site During Construction)	2004 to 2007
Greater Tacoma Convention and Trade Center	\$58,200,000	GC/CM	Project Manager (Full Time On-site During Construction)	2002 to 2004

Howard Hilinger – GC/CM Advisor (Parametrix)

Howard Hillinger is the GC/CM Project Advisor and has over 30 years of project management and construction management experience. He’s a Principal Consultant with Parametrix for Project and Construction Management Services, where he has supported owners on a number of projects utilizing alternative project delivery. He’s a GC/CM advisor who has supported GC/CM delivery for two historic school modernizations for Tacoma Public Schools, Colman Dock/Seattle Multimodal Terminal for Washington State Ferries and, most recently, middle and high school construction projects on occupied sites for Washougal School District. He is a PRC member, served as a member of GC/CM Heavy Civil task force and has completed the AGC/UW GC/CM class.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Seattle Multi Modal Terminal at Colman Dock (WSF)	\$300,000,000	GC/CM	GC/CM Advisor	2014-present
Stewart Middle School, Tacoma Public Schools	\$66,000,000	GC/CM	GC/CM Advisor	2013-2015
McCarver Elementary School, Tacoma Public Schools	\$39,000,000	GC/CM	GC/CM Advisor	2013-2015
Washougal School District – Jemtegaard Middle School and Excelsior High School	\$51,800,000	GC/CM	GC/CM Advisor	2015-present
Grays Harbor County Public Hospital District #1 – SPMC Medical Office Building	\$12,000,000	GC/CM	GC/CM Advisor	2016-present
Browns Point Elementary School, Tacoma Public Schools	\$31,000,000	GC/CM	GC/CM Consultant	2016-present
Eastside Community Center, Metropolitan Parks Tacoma	\$32,000,000	GC/CM	GC/CM Advisor	2015-present

Doug Holen – GC/CM Advisor

Douglas J. Holen is the former Director of the Capital Projects Office at the University of Washington. Doug has over 35 years of experience in project management, construction, contract administration, and facilities management. At the University, Doug served as the Project Director for the project management teams responsible for the planning, design, and construction of the repair, alteration, and new construction projects in the University of Washington Medical Center, School of Medicine, Health Sciences and at the Harborview Medical Center where he oversaw several projects completed using the GC/CM method of contracting. Doug recently served as a mentor for project teams at Western Washington University utilizing GC/CM procurement for the Miller Hall Renovation (a \$45M renovation of a historic structure) and Carver Gymnasium Renovation (a \$60M renovation). He also served on CPARB for five years, and has participated in over 30 GC/CM projects.

Doug will be assisting the District in preparing and reviewing GC/CM contract documents, will provide guidance to the project team during the GC/CM selection process, and will assist as needed regarding GC/CM management issues throughout the life of the project.

Graehm Wallace – District Legal Counsel (Perkins Coie)

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. In connection with many GC/CM projects, Mr. Wallace has provided legal assistance for school districts, including preparation of GC/CM contract documents and providing advice regarding compliance with the requirements of RCW Chapter 39.10 for GC/CM projects. For example, Mr. Wallace does all of the GC/CM contracts for the Spokane School District, including Ferris High School Modernization and Addition (2010-2012), North Central High School Classroom Addition (2013-present), and Mullan Road Elementary Modernization and Addition (2013-present). Mr. Wallace has seventeen years of experience working in all areas of construction transactions, counseling and litigation, and has provided legal assistance to over 50 Washington school districts. This work covers all aspects of contract drafting and negotiating, including preconstruction, architectural, engineering, construction-management, GC/CM, design-build, bidding, advice during construction, and claim prosecution and defense. Mr. Wallace is recognized in The Best Lawyers in America for the practice area of Construction Law.

Brian Carter, AIA, ALEP, LEED AP, Principal-in-Charge (Integrus Architecture)

As leader of the K-12 Education group at Integrus Architecture, Mr. Carter has extensive GC/CM experience, most recently on Grant Street Elementary School for Port Townsend School District, Alderwood Middle School for Edmonds School District, Vashon Island High School, two elementary school projects on Joint Base Lewis McChord for Clover Park School District, Rush Elementary School in Redmond, WA for the Lake Washington School District and previously Meadowdale Middle School in Lynnwood, WA for the Edmonds School District. He is responsible for overseeing the production of all projects phases and has led many large, complex, and phased occupancy school projects in recent years. Brian is familiar with the issues involved in alternative delivery methods outside of the usual design-bid-build process and understands the benefits of GC/CM such as early collaboration between the owner, the design team, and the construction team. Brian also is a longstanding executive member of the Technical Advisory Committee at OSPI and has participated actively in efforts to integrate the GC/CM model into OSPI’s school construction assistance funding process (D forms, etc).

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
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Sacajawea Middle School Bozeman School District Bozeman, MT	\$16,000,000	GC/CM	Architect Principal	2016 to Present
Billings Catholic K-8 Billings Catholic Schools Billings, MT	\$18,600,000	GC/CM	Architect Principal	2015 to Present
Ben Steele Middle School School District 2, Billings, MT	\$29,800,000	GC/CM	Architect Principal	2015 to Present
Edmonds School District Maint. Facility, Edmonds, WA	\$22,800,000	GC/CM	Architect Principal	2015 to Present
Alderwood Middle School Edmonds School District Edmonds, WA	\$59,000,000	GC/CM	Architect Principal	2015 to Present
Vashon High School Additions and Renovations Vashon Island, WA	\$34,000,000	GC/CM	Architect Principal	2010 to 2014
Meadowdale Middle School Edmonds School District Edmonds, WA	\$50,200,000	GC/CM	Architect Principal	2007 to 2010
Medicine Crow Middle School School District 2, Billings, MT	\$29,800,000	GC/CM	Architect Principal	2014- 2016
Elysian School K-8 Elysian School District 23 Billings, MT	\$8,100,000	GC/CM	Architect Principal	2013 to 2014
Rainier Elementary School, Clover Park School District, Lakewood, WA	\$26,200,000	GC/CM	Architect Principal	2012 to 2013
Meriwether Elementary School, Clover Park School District, Lakewood, WA	\$24,300,000	GC/CM	Architect Principal	2012 to 2013

David Van Galen, AIA, LEED AP, Design Principal (Integrus Architecture)

Mr. Van Galen is currently Lead Designer for the Park Place Middle School GC/CM project for the Monroe School District. He held the same role for the Alderwood Middle School and Vashon Island High School projects and is responsible for developing design concepts and carrying them through to completion. He has worked on all GC/CM projects at Integrus, as well as higher education GC/CM projects such as the UW Paul G. Allen Center, UW New Business School and WSU Intercollegiate Center of Nursing while at another firm. His talent and design sensitivity are enhanced by his ability to translate clients ideas and concerns into building designs. David brings not only his extensive, creative talent, but also a great deal of experience working with public clients and the community. His design approach to GC/CM projects includes early, extensive interaction with the GC/CM cost estimating team.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Alderwood Middle School Edmonds School District Edmonds, WA	\$59,000,000	GC/CM	Architect Project Designer	2014 to 2015
Vashon High School Additions and Renovations Vashon School District Vashon Island, WA	\$34,000,000	GC/CM	Architect Project Designer	2010 to 2012
Edmonds School District Maint. Facility	\$22,800,000	GC/CM	Architect Principal	2015 to 2016

Edmonds School District Edmonds, WA				
Benjamin Rush Elementary School Lake Washington School District Redmonds, WA	\$23,700,000	GC/CM	Architect Project Designer	2010 to 2014
Meadowdale Middle School Edmonds School District Edmonds, WA	\$50,200,000	GC/CM	Architect Project Designer	2007 to 2010

Johnny Hong, AIA, LEED AP, Project Manager (Integrus Architecture)

Johnny has been a project architect and project manager on dozens of public-sector projects over the past sixteen years at Integrus. He believes that design professionals have the responsibility to create a sustainable built environment that influences users. Johnny is committed to design excellence and able to work closely with clients, end users, and contractors from design to construction phases. His knowledge in building systems helps to create appropriate and constructible design solutions in regards of owner’s goals, schedules, and specific needs. For Edmonds School District Maintenance and Transportation facility, a GC/CM delivering method project, Johnny worked with the contractor in design phases to develop a cost effective building that fits end users’ needs. As a QA/QC leader of the firm, Johnny also provides oversights on all Integrus projects to ensure the building systems are coordinated and design intensions are well incorporated into project documents.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Edmonds School District Maint. Facility, Edmonds, WA	\$22,800,000	GC/CM	Project Architect/ Project Manager	2014 to Present
Sammamish High School, Bellevue School District Bellevue, WA	\$94,000,000	D/B/B	Project Architect	2010 to Present
Odle Middle School Bellevue School District Bellevue, WA	\$50,200,000	D/B/B	Project Oversight	2012 to 2015
Enatai Elementary School Bellevue School District Bellevue, WA	\$33,600,000	D/B/B	Project Oversight	2014 to 2015
Tyee Middle School Bellevue School District Bellevue, WA	\$25,400,00	D/B/B	Project Architect	2008 to 2010

Jeff Middelton, Project Architect (Integrus Architecture)

With over 26 years of experience in K-12 projects with Integrus, Mr. Middelton has held the role of design architect and/or project architect on nine GC/CM projects. He has recently served as the project architect for Park Place Middle School for the Monroe School District, and prior to that on the Alderwood Middle School for the Edmonds School District. Other projects include the Vashon Island High School, Meadowdale Middle School for the Edmonds School District, and two elementary schools for the Clover Park School District on Joint Base Lewis McChord. Several of these projects required a phased approach with an occupied site where the collaboration with the GC/CM contractor was critical to the success of both the planning and the construction. He is skilled in all areas of project development, from initial concept through construction administration.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Park Place Middle School, Monroe School District, Monroe, WA	\$47,600,000	GC/CM	Project Architect	2015 to Present
Juanita High School, Lake Washington School District Juanita, WA	\$98,300,000	GC/CM	Project Architect	2014 to Present
Alderwood Middle School Edmonds School District Edmonds, WA	\$59,000,000	GC/CM	Project Architect	2014 to 2015
Meadowdale Middle School Edmonds School District Edmonds, WA	\$50,200,000	GC/CM	Project Architect	2007 to 2010
Vashon High School Additions & Renovations, Vashon Island, WA	\$34,000,000	GC/CM	Project Architect	2010 to 2012
Merwether Elementary School Clover Park School District Blain, WA	\$26,200,000	GC/CM	Project Architect	2012 to 2013

Sam Schafer, AIA, Project Architect (Integrus Architecture)

Sam is an experienced architect well versed in all aspects of the architectural process from programming and documentation to construction administration. His abilities as a school architect stem from extensive involvement in the education specification process including programming, space planning, and site planning for new and remodeled schools. He has worked on several school projects that have utilized the GC/CM delivery method. For the Rainier and Meriwether Elementary Schools he collaborated with the contractor during weekly constructability reviews to enhance building detailing and clarify systems selection during design. For Elysian K-8 School, Sam worked the contractor to develop phasing plans early in the design process, this resulted in cost saving designs and increased student safety during construction on-site. As Project Architect, Sam will lead the project team in the successful design and construction of the project through client, contractor, and community interaction. He will produce schematic presentation drawings, design development, permit drawings, construction drawings, and will coordinate with consultants and product manufacturers.

Project	Project Value	Delivery Method	Tasks Performed	Time Involved
Sacajawea Middle School Bozeman School District Bozeman, MT	\$16,000,000	GC/CM	Project Architect / Design Lead	2016- current
Billings Catholic K-8, Billings Catholic Schools, Billings, MT	\$18,600,000	GC/CM	Project Architect / Design Lead	2015- current
Ben Steele Middle School School District 2, Billings, MT	\$29,800,000	GC/CM	Project Architect / Design Lead	2015- current
Medicine Crow Middle School School District 2, Billings, MT	\$29,800,000	GC/CM	Project Architect / Design Lead	2014- 2016
Elysian School K-8, Elysian School District 23, Billings, MT	\$8,100,000	GC/CM	Project Architect / Design Lead	2013-2014
Rainier Elementary School, Clover Park School District, Lakewood, WA	\$26,200,000	GC/CM	Project Designer / Quality Control	2012-2013
Meriwether Elementary School Clover Park School District Lakewood, WA	\$24,300,000	GC/CM	Project Designer / Quality Control	2012-2013

Provide the experience and role on previous GC/CM projects delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project.

Specific GC/CM experience for each proposed staff members and consultants is described in each of the Staff and Consultant Biographies above.

The qualifications of the existing or planned project manager and consultants.

Qualifications of the project manager and consultants are described in the Staff and Consultant Biographies above.

If the project manager is interim until your organization has employed staff or hired a consultant as the project manager indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve

Parametrix was selected for PM/CM Services. The Parametrix team is under contract and will serve as the project manager for this project to completion. Funds for the position are available from the 2016 bond issue proceeds.

A brief summary of the construction experience of your organization's project management team that is relevant to the project

Construction experience for each proposed staff member and consultant is described in the Staff and Consultant Biographies above.

A description of the controls your organization will have in place to ensure that the project is adequately managed

This project will be managed through Central Kitsap School District Capital Projects office. The project's overall organizational format starts at the top with project reviews and approvals by CKSD's School Board. From there, it proceeds to the Superintendent, then to the Executive Director of Business and Operations and then to the Director Capital Projects. The District's project specific staffing will include a full-time project manager from start of design through occupancy, on-site construction representatives, and support from the Capital Projects office staff. District Maintenance and Operations staff will be routinely consulted throughout the project and participate in all design phase reviews, value analysis, and constructability reviews.

The project will be led by the District's Director of Capital Projects, Robin Shoemaker and her staff, and will be supplemented by consultants, Parametrix Inc., who specialize and excel in Project Management/Construction Management and GC/CM processes and procedures. The Architect, Integrus Architecture, was selected based on the best expertise in design and construction of educational facilities, including projects delivered using the GC/CM delivery method. In addition, the District will employ the legal expertise of Graehm C. Wallace, a construction attorney who is highly experienced in the construction industry and with alternative delivery methods.

The roles and responsibilities of the District, Architect, and their consultants and the GC/CM have been established in a matrix of responsibilities that is published with the Request for Proposal and is included in CPSD's GC/CM contract documents. The Project Manager monitors the various activities and the deliverables established in the matrix and keeps the appropriate party on point for their respective work throughout the life of the project.

Controls are also exercised through a signature authority process for changes which is consistent across all projects in the District's Capital Program. The MACC will include a risk contingency (maximum 3% of construction cost) to be used by the team during coordination of the work and

specifically during subcontract buyout. Use of any of these contingency funds by the GC/CM shall be approved by the District. The Executive Director of Business and Operations will have authority to approve spending from the Owner's contingency funds up to the set limits with certain controls. The Executive Director has a \$40,000 per occurrence signature authority. The director of Capital Projects has a \$10,000 per occurrence signature authority. This allows most items to be resolved at the site, reserving more expensive matters for further review. Changes and directives above \$40,000 are approved by the CKSD Board of Directors. If increased signature authority is required by the Executive Director to support the project, it will be obtained. The day to day site Project Management team works closely with the Executive Director to keep him fully informed of any potential cost issues.

This approach balances the need for direct decisions made by the District with capability at the site to manage emerging issues that arise, and has proven to work well across both GC/CM and Design-Bid-Build projects.

Adherence to the established scope, phasing of the work, and budget will be paramount in the management and control of the project. Construction cost estimates by the Architect and the GC/CM Contractor are reconciled at the end of each design phase. Value analysis and Constructability review will be ongoing and are an established agenda item in the weekly coordination meetings. Market prices will be constantly monitored for impacts to the current estimates or the established Total Contract Cost. Once the MACC is negotiated, the GC/CM, Project Manager, and Architect will constantly evaluate the construction documents to determine if there are any changes that impact the agreed to MACC. If so, then these changes will be brought back in line with the budget and the established MACC. At an intermediate review of the construction documents, the design team will be required to provide a list of changes/further development of design from the previous submittal as a means to identify and control scope that is not part of the Total Contract Cost (TCC). At completion of the construction documents, the GC/CM is required to review the specifications and the drawings to determine if there are any changes that may have been incorporated and to re-confirm the MACC and the TCC.

As part of the preconstruction services (Refer to Attachment C), the GC/CM will develop a subcontracting bid plan and schedule for bidding, as well as for phased construction and early procurement. The Architect's design deliverables will be integrated with the GC/CM bidding and construction plan. Early and frequent meetings with the City permit agencies, fire department, and other code officials prior to permit intakes will help ensure that permit comment requirements that may affect the MACC will be mitigated.

A brief description of your planned GC/CM procurement process

Our procurement process will build upon our previous experience with GC/CM project delivery, and will include the following:

- Marketing of the project to experienced potential GC/CM candidates.
- Soliciting and ranking responses to RFP.
- Interviewing shortlisted GC/CM candidates.
- Soliciting pricing proposals (RFFP) from the highest ranked firms.
- Recommending award to the highest ranked firm.

We anticipate being able to advertise the GC/CM Request for Proposals by mid-June 2016. We intend to review submittals, develop a shortlist, conduct interviews of short-listed firms, and receive bids from selected firms by early September 2016. We will then take the GC/CM Contract, including Pre-construction Services, with the successful firm to our Board for approval in mid-September. This will allow the GC/CM team to join the project team at the 50% level of Schematic Design.

The District intends to utilize Doug Holen, former Director, Capital Projects South at the University of Washington as an industry expert to participate with us in the GC/CM selection and contracting process, the services and advice of Graehm Wallace of Perkins Coie for legal issues during the project and Howard Hillinger of Parametrix to advise our team through GC/CM procurement and design/construction.

Verification that your organization has already developed (or provide your plan to develop) specific GC/CM contract terms.

The Districts attorney, Graehm Wallace at Perkins Coie, has developed standardized General Conditions, a GC/CM Contract and Guaranteed Maximum Price Amendment documents, based on the AIA-A103 and AIA-A201 documents. Parametrix has developed standardized GC/CM RFP, RFFP and selection documents that will be used in conjunction with the Perkins Coie contract information on this project. Our intent is to complete a draft of the RFFP with draft Contract Documents for this project and include them for review/reference by the submitters in the GC/CM procurement process sometime following release of the RFP and prior to the Interviews. The documents will likely include drafts/samples of the General Conditions, GC/CM Contract, general requirements, preconstruction services scope of work, and cost allocation matrix including cost items, definitions, and how they will be paid.

Prior to issuing the final draft of the RFFP, we will be updating these documents to reflect the input of submitters and current industry best practices. As part of this review, we will evaluate model documents such as those developed by the University Washington, solicit input from our outside legal counsel and revise to incorporate any recent RCW updates. Final construction contract documents will be modeled upon contract documents that have successfully been used with other Washington school districts on GC/CM projects.

8. Owners Recent Construction History

Provide a matrix summary of your organization’s construction activity for the past six years outlining project data in content and format per the attached sample provided:

Central Kitsap School District’s recent construction activity is summarized below.

Project No.	Project Name	Project Description	Contract Method	Planned Const. Start	Planned Const. Finish	Actual Const. Start	Actual Const. Finish	Original Construction Budget	Actual Cost of Construction	Reasons for Budget or Schedule Overruns
1	Hawk Elementary School	New in Lieu Construction	D/B/B	June 2013	July 2014	June 2013	July 2014	\$17,954,420	\$18,846,000	Board approved additional scope and bid alternates
2	Silverdale Elementary School	Renovation/ Addition	D/B/B	June 2015	July 2016	July 2015	TBD – Still under construction	\$12,666,000	TBD	NA (Under Construction)
3	Consolidated Transportation, Food Service, Warehouse Facility	New Construction	D/B/B	August 2016	June 2017	TBD	TBD	\$17,245,203	TBD	NA

9. Preliminary Concepts, Sketches, or Plans Depicting the Project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. Some examples are included in attachments E1 thru E6.

At a minimum, please try to include the following:

- Overview site plan (indicating existing structure and new structures)
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

Note: applicant may utilize photos to further depict project issues during their presentation to the PRC

The project is currently in the programming and pre-design phase and will soon be transitioning into schematic design. At this point, there aren't any conceptual plans or sections developed for the project. However, something may be available by the time that we present to the PRC. See Attachment A for a conceptual site plan and site diagrams that were produced during the Bond Planning process.

10. Resolution of Audit Findings On Previous Public Works Projects

If your organization had audit findings on any project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

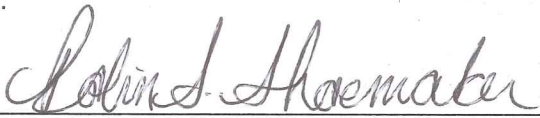
The District has received no audit findings on any projects.

Signature of Authorized Representative

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so shall render your application incomplete.

Should the PRC approve your request to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature: 

Name: (please print) Robin Shoemaker

Title: Director of Capital Projects, Central Kitsap School District #401

Date: 4/29/16

Attachment A – Preliminary Concepts, Sketches, or Plans Depicting the Project

Figure 1 – Existing Central Kitsap High School & Middle School Site



Figure 2 – Central Kitsap High School & Middle School – Existing Buildings & Site Info.



Figure 3 – Central Kitsap High School & Middle School – Existing Site Circulation

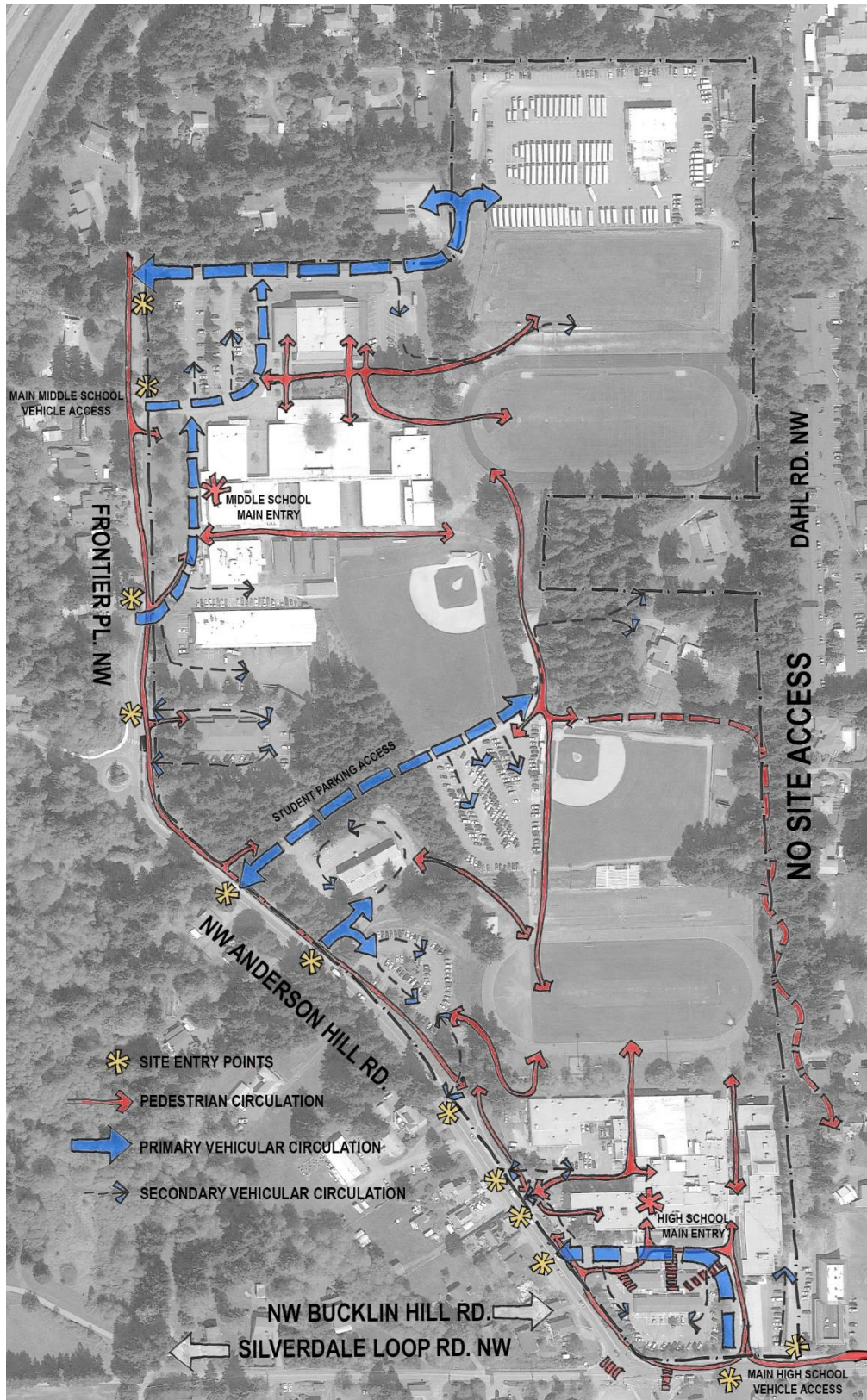


Figure 4 – Conceptual Central Kitsap High School & Middle School – Natural Site Features

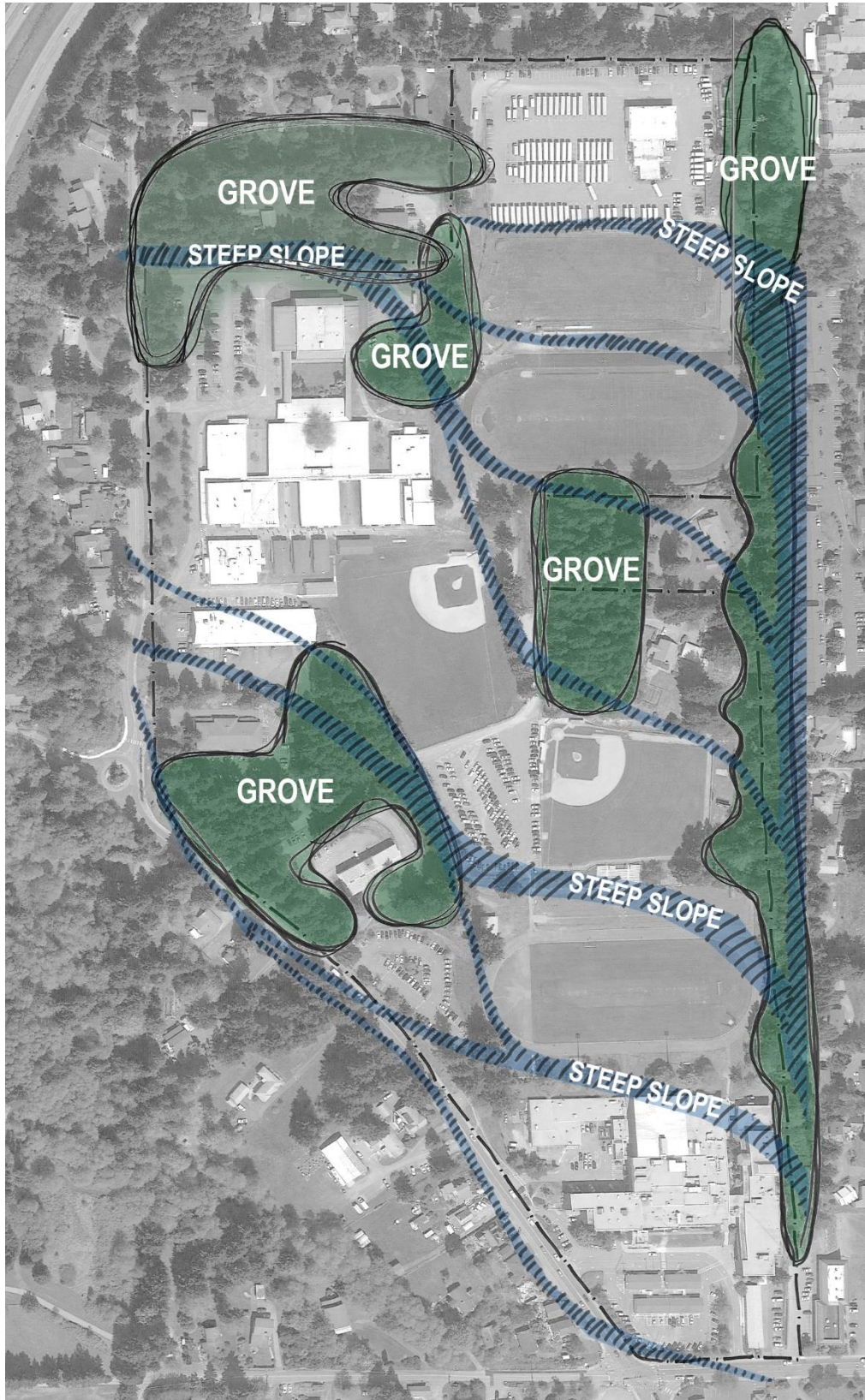


Figure 5 – Conceptual Central Kitsap High School & Middle School – Buildable Zones

